

<u>Band</u>	<u>Position</u>	<u>Aptitude Criteria To Qualify</u>	<u>Measurement (internal use)</u>	<u>High Level Measurement (HR, Union)</u>	<u>Behavior Criteria To Advance</u>	<u>Measurement (internal use)</u>	<u>High Level Measurement (HR, Union)</u>
5	Network Administrator	Strong technical aptitude (test)	Actual Test	Test	Communication Skills (Written and Verbal)	Expresses and presents thoughts and ideas clearly, succinctly, and in an understandable manner individually and in a group. Adjusts language, delivery, or terminology to meet the needs of the audience. This competency includes any type of verbal communication such as giving presentations, providing training, giving testimony, speaking in person or by phone. Expresses and presents information and ideas in writing which are clear, succinct, and understandable. Adjusts the language, writing style, and terminology used to meet the need and level of understanding of the reader. Utilizes knowledge of the structure and content of the English language, including the meaning and spelling of words, rules of composition, and grammar. (This competency includes any type of formal or informal written communication: i.e. letters, reports, studies, presentations, articles, rules, policies, procedures, and manuals.) <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		No active personnel difficulties; positive performance reviews	Personnel file, supervisors file, HR representative discussions	Complete personnel review	Self Motivated	Asks for more work, asks for additional responsibilities, promotes new ideas, completes tasks on or before due dates, <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Working knowledge of PC's and operating systems	Interview Responses, Past training, Past experience, Review the application	Past Experience and Training	Ability to think logically, be creative and use imagination	Able to break an assignment into smaller components, able to understand what steps must be done first to complete an assignment, offers new and useable ideas or solutions for the user/customer to consider (things the user had not considered), <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Proven problem solver	Develops feasible solutions based on logical assumptions and factual observation that reflect consideration for resources, constraints, organizational values and goals, <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Ability to quickly learn new operating systems or new technology assigned	Able to begin new tasks with little assistance from others, uses available resources appropriately (books, internet assistance, team members, supervisors). Able to support and maintain new technology assignments with little support from others, <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Reading comprehension	Able to read documentation, emails, memo's, manuals, textbooks, etc and understand the intent and request for each. Able to ask follow-up questions to gain a complete understanding when needed, <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Active Listening	Gives full attention to and makes a conscious effort to hear other's ideas, concerns, questions, and issues with interest, empathy, and objectivity. Paraphrases and asks questions to ensure understanding of the message when required, <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
	NOTE: All Duties will be assessed on performance appraisal				Ability to identify problems	Assesses situations in a logical and methodical way based on facts. Seeks root causes. Recognizes patterns, connections, themes, and issues. Sees implications and consequences of a situation or information, <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Ability to Plan, Organize, Gather and Conduct research	Defines an end result. Sets or follows a course of action to achieve it. Anticipates potential obstacles and monitors progress. Organizes tasks into component parts in a rational, methodical way. Collects and use s relevant information, data, and opinions, <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Quality, Accuracy and Attention to Detail	Achieves excellent work results by attending to details. Demonstrates an appropriate level of precision to complete projects successfully and to execute job responsibilities in a timely manner, Quality Assurance review of deliverables shows little room for improvement, <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Ability to take direction	Able to perform what is asked when a final decision is made, doesn't argue with the supervisor when the final decision is made, able to take direction from senior level staff with no arguments, and works well with the team to move in that direction, <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances

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6	Network Administrator	All band 5 Associate Technical Analyst criteria aptitude + the following:	(see above)	(see above)	All band 5 Associate Technical Analyst criteria + the following:	(see above)	
		Experience that clearly demonstrates execution of Band 5 Associate Technical Analyst Duties as defined above.	Performance Reviews	Performance Reviews	Works Independently with limited supervision	Demonstrates appropriate independence as reflected in status reports, <i>Supervisor Notes</i> , <i>Employee Notes</i>	Demonstrated Ability / Documented Instances
		Consistently meets deadlines	Work Assignment Completion dates, <i>Status Reports</i> , <i>Supervisor Notes</i> , <i>Employee Notes</i>	Status Reports	Prioritizes Workload and Multi-tasks to supervisor's satisfaction	Recognizes or establishes the relative importance of multiple issues, tasks, and opportunities to maximize the individual productivity as well as productivity of their team and section, potentially the division; <i>Supervisor Notes</i> , <i>Employee Notes</i> .	Demonstrated Ability / Documented Instances
		Demonstrated responsiveness/follow-through activities	User/Customer input, <i>Status Reports</i> , <i>Supervisor Notes</i> , <i>Employee Notes</i>	Customer/User input	Service Oriented	Assumes responsibility for and delivers on commitments to the customer. Initiates contacts to clarify issues or problems in a timely manner. Keeps the customer up-to-date about activities, <i>Supervisor Notes</i> , <i>Employee Notes</i>	Demonstrated Ability / Documented Instances
		Able to produce appropriate documentation with little correction and in a timely manner	Documentation Review by others, <i>Supervisor Notes</i> , <i>Status Reports</i> , <i>Employee Notes</i>	QA Review	Proactively Seeks Ways To Grow And Expand Technical Skills	Actively seeks ways to improve skill sets (training classes, seminars, reference materials, works well with mentors and senior level staff), seeks out new technology and tools which will increase productivity or streamline business processes; <i>Supervisor Notes</i> , <i>Employee Notes</i>	Demonstrated Ability / Documented Instances
		Trouble Shooting Skills	Proven proactive problem resolution; quick recognition of probable cause, <i>Status Reports</i> , <i>Supervisor Notes</i>	Status Reports	Analytical Thinking	Uses logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems, work tasks and strategies; <i>Supervisor Notes</i> , <i>Employee Notes</i>	Demonstrated Ability / Documented Instances
					Understands all relevant operations documentation to fulfill on-call rotational duty responsibilities.	Demonstrates knowledge by completing tasks as documented either in a demand situation or in a provided testing scenario; Experienced staff in on-call events have cleared the individual to begin on-call rotational responsibilities, <i>Supervisor Notes</i> , <i>Employee Notes</i>	Demonstrated Ability / Documented Instances
					Deductive Reasoning	Able to demonstrate that conclusions reached utilizes previously known facts such that the individual can quickly eliminate possible causes (and solutions) in their Problem Solving skills <i>Supervisor Notes</i> , <i>Employee Notes</i>	Demonstrated Ability / Documented Instances

Band	Position	Aptitude Criteria To Qualify	Measurement (internal use)	High Level Measurement (HR, Union)	Behavior Criteria To Advance	Measurement (internal use)	High Level Measurement (HR, Union)
6	Network Analyst	All Band 6 Associate Technical Analyst criteria (Aptitude and Behavioral) + the following:	(see above)	(see above)	All band 6 Associate Technical Analyst criteria + the following:	(see above)	
		Experience that clearly demonstrates execution of Band 6 Associate Technical Analyst Duties as defined above.	Performance Reviews	Performance Reviews	Must be able to effectively communicate with senior level staff and management to ensure ideas and concerns are well articulated and addressed.	Works well with higher level staff -- able to take direction, accept and implement the actions identified via constructive criticism, communicates potential problems or work issues effectively, earns trust and respect (higher level staff must feel as if they can depend on your ability to assist when needed), <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Proficient in operations requirements to fulfill on-call rotational duty responsibilities.	Experienced staff in on-call events have cleared the individual to begin on-call rotational responsibilities.	Supervisor Approval	Ability to provide limited work direction to others	Provides limited work direction to peers and lower level staff, earns their trust and respect, acts as a mentor, interacts openly and honestly. Encourages others to express their viewpoints, listens and respects different viewpoints. Addresses misunderstandings directly with those involved. Maintains confidences. Demonstrates an awareness of nonverbal as well as verbal communications. Leads by example by showing honestly, reliability, and integrity. <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Ability to develop clear and accurate scoping documentation for small project efforts and/or position papers detailing pros and cons of a given technology	Scope review with Project Lead (if applicable) or Supervisor; User/Customer approval; Position papers adequately feed business case documentation for alternatives compared	QA of documentation and User/Customer approval	Results Oriented	Achieves goals and brings projects, work assignments to completion. Investigates, calculates, and proceeds through a project or task to bring about a conclusion. Persists and stays focused when faced with a series of challenging or uncertain situations. Demonstrates a concern for working well or for competing against a standard of excellence. <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Detail oriented	Documentation is delivered at the appropriate level of detail to ensure user/customer or peer documentation requirements are met (technical requirements and design, system documentation), meeting minutes and/or emails clearly detail next steps. Review with Supervisor and/or User/Customer as applicable	QA of documentation and User/Customer approval and supervisor feedback	Decision Maker	Makes decisions in a timely fashion and recognizes when the decision making level is not theirs. Able to analyze all information, organize thoughts, consider the cause and effect for each decision and document the final decision. Expresses and presents the final decision to management and/or the user community. <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Provides mentoring and guidance to Associate Technical Analysts	Provides clear instructions, works through one-on-one training to share knowledge that prepares other team members to move up the career ladder, Reviews with Supervisor	Status reports, mentoree and supervisor feedback	Networking (individuals and teams)	Focuses on what he/she can do for the user/customer, builds trust and gets to know users/customers/divisions better. Establishes a growing group of contracts who's needs are understood, connects with individuals who have been with the organization for sometime and with those who are new. Attends seminars or training classes with peers in the same industry. Establishes contacts on other ISD teams and in other agencies. Joins a list-serve or two for topics of technical or business related interest. Shares knowledge, contacts and lessons learned with co-workers and management. <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Produces solid Unit and System testing documentation	Unit and System testing documentation (including test plans) reviewed by Supervisor, Mentor or senior staff; sufficient level of unit or system level testing exercises accounted for. Supervisor and/or User/Customer approval	QA of documentation	Positive Relationship building	Understands communication styles, avoids conflict, takes time to understand the user/customer's business processes and asks them if ISD can assist in anyway, listens instead of directs, delivers the final product on time and as agreed upon, operates using an open-door policy, acts professionally at all times. <i>Meetings, Supervisor Notes, Employee Notes, User/Customer feedback</i>	Demonstrated Ability / Documented Instances
		Possesses a broad level of understanding regarding business divisions and their use of ISD provided technology and applications	Demonstrated understanding of unique tools, devices and purchased applications that are supported by the sys/ops team; able to identify which items are utilized by which teams across the Agency	Status reports and Supervisor Feedback	Inductive Reasoning (forms relationships amongst seemingly unrelated events)	Utilizes inductive logic based on a small number of observations or experiences to determine whether the likelihood of something happening is sound such that the individual can predict outcomes, is more able to estimate timetables, etc. <i>Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Requirements identification (asking the right questions and using observation techniques to draw out requirements from the business user).	Identifies the necessary players who can articulate their requirements, develops business requirements from problem statements, conducts successful JAD sessions, asks the necessary questions to draw out the business, functional or technical requirements, especially those that may not been considered a requirement by the user/customer, Distinguishes business requirements from functional requirements and system specifications or technical requirements, identifies requirements for exception handling and high risk requirements, identifies and documents business rule drivers, prepares and performs follow-up interviews for requirements gathering. <i>User/Customer acceptance, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Negotiation and persuasion	Identifies desired outcomes, controls the emotional atmosphere during negotiations, understands and demonstrates the need for win-win situations, understands when to walk away, understands what the triggers are to persuade the individual(s) to reach the desired outcome. <i>Meetings, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Ability to talk in non technical terms to the business user and/or management for them to understand what you are asking of them.	User/Customer Feedback ensures clear, concise and approved functional requirements by the user/customer. Management Feedback identifies clear understanding of issue, concern or direction request being made. <i>Meetings, JAD sessions, Supervisor Notes, Employee Notes.</i>	Demonstrated Ability / Documented Instances
					Increased role in On-Call Support	Takes on additional responsibilities for systems support, successfully recovers databases or servers with little assistance from senior staff; fields user support/escalation team questions regarding restores, recovery attempts, etc.; readily makes small maintenance corrections or bug/fixes with no assistance to ensure infrastructure stability. <i>Status Reports, Supervisor Notes, Escalation Team Comments, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Critical Thinking	Visualizes logical structure (steps required to gain knowledge or further progress with a project or process), understands and practices the value of reasoning, organizes thoughts quickly and readily, recognizes sound arguments and decides which arguments are important and which are not worth pursuing. <i>Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances



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7 Level 1	Network Analyst	All Band 6 Technical Analyst Criteria (Aptitude and Behavioral) + the following:	(see above)	(see above)	All band 6 Technical Analyst criteria + the following:	(see above)	
		Experience that clearly demonstrates execution of Band 6 Technical Analyst Duties as defined above.	Performance Reviews	Performance Reviews	Delivered critical technology implementation projects on time and with minimal difficulties	Provides sound project management skills such that those projects he/she is assigned the "lead" on are successful - this focuses on projects that are large in scope or level of effort, high risk or critical projects as well as more routine or smaller scale efforts. Ensures the projects follow MDT SDLC as appropriate and successfully balance triple constraints (scope, schedule cost), and the management of the team was considered successful. <i>Team and Staff Feedback, User/Customer Satisfaction, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Proven technical and/or project lead on small projects	Past project or lead experience, understanding what is required to effectively manage teams and projects, proven success, willingness to lead small projects or act as technical lead in the future, successfully managed triple constraints <i>Staff and Team Feedback, User/Customer Satisfaction, Status Reports, Supervisor Notes</i>	Demonstrated Ability / Documented Instances	Complex Problem Solving	Conducts means-end analysis, sets sub goals (based on the process of getting from the initial state to the goal state when solving a problem) practices trial and error, does brainstorming exercises (individual and team environment) uses deductive and inductive reasoning, tackles problems from many angles, researches existing documentation (what others thought this problem might be and what solutions were implemented) <i>Team and Staff Feedback, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Successful resolutions when on-call.	Demonstrated knowledge of activities that need to be performed in disaster situation, demonstrated ability to recover system/servers/network when needed with little phone assistance from other staff, fulfills on-call rotation or ensures coverage if cannot, responds to calls in a timely fashion, escalates issues appropriately, contacts the necessary people to assist when needed (applications team, ITSD, etc.) <i>Status Reports, User/Customer Feedback, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances	Influence and Persuasion	Demonstrates the ability to appeal to reason and emotion, makes an argument in order to convince the person to change direction for the better, uses position and credibility to persuade for the better, uses body language to influence or persuade others for the better (gestures, postures, and facial expressions, non-verbal communication). <i>Meeting, User/Customer Feedback, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Position papers developed and subsequent meetings (discussions) identified a course of action that was implemented by the division	White papers of sufficient detail, clearly identifying benefits, risks and comparisons to other options. The information should be tied to MDT's business and overall ISD Strategic Plan to meet the business need. Should the position be adopted, act as the champion to move the technology forward. <i>Staff and Team Feedback, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances	Provide leadership role in ISD process improvement activities	Actively participates in ISD process improvement activities, volunteers for or readily accepts assignments, meets deadlines, presents ideas to management team, articulates the positive, markets those ideas, suggests, implements and measures improvements to the process. <i>Management/Team Feedback, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Broad and DEEP level of understanding regarding business divisions and their use of ISD provided technology and applications; SPECIFIC understanding of at least 1 business division's technology functions	Is able to articulate similarities of technology requirements across business divisions (i.e. web rqmts, PDA upload rqmnts, wireless rqmts, etc.) and talk in depth on at least one such technology to ensure there are no difficulties with upgrades in related hardware/software. <i>User Feedback, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances	Team Building	Shares a common vision, contributes ideas and solutions, recognizes and respects differences in others, values the ideas and contributions of others, listens and shares information, asks questions and gets clarification, participates fully and keeps commitments, remains flexible and respects the partnership created by a team - strives for the 'win-win', has fun and cares about the team and the outcomes; <i>Staff Meetings, Supervisor Notes, Team Feedback, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Understand SAN and other storage technologies, keep abreast of new hardware, software and emerging O/S, network and database technologies for possible MDT use	Can articulate the differences between SAN, SCSI, direct attached and other network attached storage - and the pros and cons of each; Regularly researches new technologies for consideration at MDT <i>Status reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances	Clear understanding of ISD and ITSD policies, procedures and business processes	Works with all sections within ISD and multiple sections within ITSD to ensure adherence to policies and procedures for changes to current infrastructure and security measures. Maintains awareness of upcoming technology advances and the implications that has on existing policies and procedures. <i>Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Possesses a strong understanding of change control	Develops a clear and concise change management process, uses communication skills and tool sets to understand what the change means, analyzes potential impacts to work effort (scope, project plan, schedule, resources, budget) and brings up concerns regarding other applications and business units, develops and proposes solutions for change, gains approval for change to occur (stakeholders) and implements change. <i>User Feedback, Feedback from others within ISD, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances	Ability to estimate change impacts in terms of triple constraints (time, \$\$, resources) & business effect	Understands and communicates potential change impacts to all teams affected (business applications, systems/operations, etc.), communicates and markets for buy-in, involves as many people (who will be impacted) as possible, responds to their concerns, removes obstacles, enables constructive feedback and obtains support form leaders; makes change stick by reinforcing the value of the identified change, successfully weaves change into the existing culture. <i>Status Reports User/Customer and Team Feedback, Meetings, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Understands MDT's roles and relationships between our divisions and other agencies	Demonstrates understanding of the MDT organization, business processes within each division, applications and systems for those business processes, peak processing times, IT resource allocation for each system and application as it relates to infrastructure. <i>Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Works closely with applications staff to coordinate systems and applications deployment	Works with the applications and program management groups within ISD as well as staff in other divisions (as appropriate) to maintain awareness of other projects/systems, provide guidance to enable ISD SDLC compliance and appropriate levels of documentation. <i>Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances

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7 Level 2	Network Analyst	All Band 7 Technical Analyst aptitude criteria + the following:	(see above)	(see above)			
		Experience that clearly demonstrates execution of Band 7 Technical Analyst Duties as defined above	Performance Reviews	Performance Reviews	All Band 7 Technical Analyst behavioral criteria + the following	(see above)	
		Proven Project Management Experience for large, critical, and/or complex projects	Plans, estimates, forecasts project resource needs, monitors and reports on team progress to supervisor, plays an integral role in all SDLC steps, provides technical and team leadership, works with end users with priority setting and day-to-day problems, develops and oversees all system documentation, facilitates all team meetings for assigned projects, provides regular status reports to supervisor, identifies contingency plans and suggests alternate solutions to any problem, <i>Supervisor Notes, Status Reports, Team Feedback, Employee Notes</i>	Demonstrated Ability / Documented Instances	Change Agent	Must have clout, conviction, and the charisma to make things happen, keeps people engaged, understands, but does not participate in an organization's politics, "deconstructs" an organization or process and puts it back together in original, innovative ways, a keen analyzer who can clearly and persuasively defend their analysis to the organization, speaks many organizational languages such as marketing, finance, systems management, understands the financial impacts of change, brings order out of chaos. <i>User/Customer and Team Feedback, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Proven Business Analysis Experience	Evaluates and prioritizes the feasibility of various business initiatives, quantifies appropriate benefits and costs to support a business case, writes well-formed, tested and validated user requirements, validates requirements and generate use case tests, <i>User Feedback, User Documentation Review, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances	Works with all ISD Applications teams on performance & technology issues.	Attends regular meetings with counterparts in Applications sections and discusses technology and related impacts across sections; Ensures no unavoidable delays in applications project plans due to a technology issue, ensures that all Systems/Operations proposed changes in technology are reviewed for impact by applications staff <i>Status Reports, System Operations Team Feedback, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Proven Team Lead on large and or critical technology implementation efforts	Plans, estimates, forecasts implementation project resource needs, monitors and reports on team progress to supervisor, manages to deadline required versus balancing triple constraints. Provides technical and team leadership, works with ISD and power users to ensure successful implementation. <i>User Feedback, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances	Successful resolution of performance problems	Demonstrated ability to follow through on performance issues, ensuring difficulties are thoroughly understood and resolved within the limitations of the current technology -- whether it be network, server or database; recommend technology changes that would further improve the situation or eliminate the difficulty completely. <i>Status Reports, Team Feedback, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Able to provide traceability matrices for all system changes (upgrades, new installations etc.); including the ability to successfully identify business, functional and technical specifications .	Relates requirements to one another, ensures all requirements identified by stakeholders have been met and validated, identifies the origin of items (for example, customer needs) and follows these items as they evolve through the project or system - (from requirements to design, and the tests that validate the requirements), enables the team to anticipate potential problems, traces from requirements to tests and from tests back to requirements, <i>Systems/Operations DBA feedback, System Documentation, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances	Strategic Thinking and Planning	Demonstrates a full understanding of MDT ISD infrastructure needs in conjunction with the business IT application needs from each division, defines a mission statement for the systems/operations team, defines core values and objectives, defines how the systems/operations strategic objectives fit into the overall MDT ISD strategic plan, teaches the strategic objectives to the systems/operations team and ensures the team moves forward to achieve each objective <i>Documentation Review by Supervisor, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
		Provides liaison services between sys/ops staff and the business community when required.	When technology concerns are a portion of any meeting discussion, this individual successfully provides the perspective needed to balance the information -- feasibility, impacts to existing infrastructure, skill sets required, etc. and follows through on requests for further information or analysis. <i>User Feedback, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances	Mentoring Abilities and Experience	Committed, responsible, a listener, identifies solutions and opportunities, flexible, open and honest, points out effective teaching strategies (small group activities or one-on-one sessions), spends time reflecting on lessons learned, points out strengths and weaknesses and brainstorms ideas for improvement, teaches effective communication skills (how to market and sell an idea, how to gain buy-in), describes best practices and why those are useful to MDT, <i>Mentoree feedback, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Judgment/Decisiveness	Committed to one's decision, considers the best option and alternate solutions based on the best information available, acts quickly and swiftly, does not hesitate or postpone decisions although is willing to change a decision based on new facts/evidence, does not always side with the most popular decision if he/she thinks a better option exists. <i>User/Customer and Team Feedback, Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Initiative	Willingness and readiness to embark upon new projects, processes or business functions, acts quickly once decisions are made, possesses the aptitude to bring forth new ideas or techniques; takes action on his/her own without waiting for instructions, self-starter and self-motivator. <i>Status Reports, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Contract Management	Successfully able to execute contracts with primary vendors such as HP, in conjunction with MDT procurement, legal and ITSD. Ensures the service elements are in the best interest of MDT and the costs associated are realistic and reasonable for what is delivered. <i>Documentation Review by Supervisor, Status Reports, Procurement and ITSD Feedback, Employee Notes</i>	Demonstrated Ability / Documented Instances
					Successfully fulfills management duties when direct line supervisor is out of the office.	Demonstrated ability to follow through on development issues, provide guidance, direction and/or work assignments to other staff in same section during full day absences of the direct line supervisor. <i>Status Reports, Team Feedback, Supervisor Notes, Employee Notes</i>	Demonstrated Ability / Documented Instances